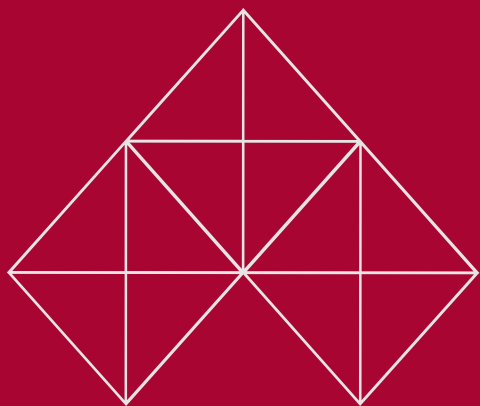


IUPUI UNIVERSITY LIBRARY

OUR COMMITMENT TO THE IUPUI COMMUNITY





IUPUI UNIVERSITY LIBRARY

MISSION STATEMENT

INFORM the IUPUI campus and wider community of learners through our educational resources, technologies, and expertise.

CONNECT people with our resources, our services and each other.

TRANSFORM the lives of our community members by facilitating discovery, creativity, teaching, learning and research. University Library actively partners in the transformation of information to new and more accessible formats.

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WHAT IS AN ACADEMIC LIBRARY IN THE 21ST CENTURY?



An excellent 21st century academic library upholds many of the values of previous decades but fully incorporates and plans for the assets offered by digital technologies. With these assets also come challenges, and it's these challenges that drive the new academic library.

The near immediate digital access to a world of information necessitates rigorous evaluation of that information. Librarians continue to spend time in the classroom working with students to discover information sources, but they now devote equal, if not more, time conversing with students regarding the relevance, bias, authority, value, and intended purpose of a particular information source. Teaching students and other life-long learners how to navigate the information landscape is a primary role of the academic librarian.

Digital publishing, depending on who is doing the publishing, has both opened and closed doors for libraries and scholars. The majority of publishers are businesses and as such seek profit. As subscription-based journals move from print to digital, the cost to produce the journal reduces, but the cost to gain access to these resources rises, often at rates significantly higher than inflation. Forward looking academic libraries lead the charge to change this scholarly communication model by moving away from solitary reliance on traditional, subscription-, publisher-based journals to new open, and often, library-facilitated models.

Academic libraries are supporting a wide range of services towards this end including: institutional repositories, data repositories, open journals, open textbooks, open monographs, digital humanities platforms, and alternative metrics for evaluating the value of scholarly output. Equally important and core to library values, open scholarship is available to all, not just the fortunate few with means to access costly subscriptions. Consider a scholar of public health whose study of opioid abuse suggests a highly effect intervention method. This information is far more valuable in the hands of government agencies and public health professionals via the open web then locked away in an expensive journals.

The 21st century academic library will invest in supporting new models while at the same time employing the assets of a digital world to more efficiently and cost-effectively meet the immediate research needs of students and faculty. The digital shift allows libraries to meet the on demand needs of scholars at point-of-need rather than purchasing materials just-in-case they might be useful. Instead of buying the academic press book that every other library in the U.S. is purchasing, one can instead wait for it to be requested by a library user and deliver it to that user within a day. With the resource savings this purchase on demand model provides at IUPUI, we can digitize a collection of photos and documents representing

the history of Jewish and African American neighborhoods on the southside of Indianapolis; or we can enhance the holdings of one of our special collections in Artists' books or philanthropy—making IUPUI a destination for the study and exploration of these areas.

Investing in unique resources extends to our role as preservers. Preservation of unique print and digital content is a key service of all libraries. Academic libraries take advantage of our networked world and create state, regional, national, and international collaborations for ensuring the product of traditionally published scholarship is preserved. This distributed preservation of the most commonly circulated scholarship allows each library to focus their own preservation efforts again on those unique digital and analog resources.

The rise of the digital library and information, purchase-on-demand, and distributed preservation means library spaces with fewer books; however, it does not mean empty physical spaces. Student surveys and space studies, including the studies mentioned in this report, show that students need and want the rich learning space available within a library more than ever. Students rely on the Library for solo study, group study, breaks in between classes, and recreational time with friends. Academic libraries continue to be hubs of student activity and librarians have used data to inform the development of the spaces for which students clamor.

The 21st century academic library is highly collaborative, networked (both in the people and technology sense), digital, efficient, civically-minded, open, but at its utmost core, deeply invested in student, faculty, and staff success. It is both a space and a set of expert services in support of its university community. **This report, written to IUPUI faculty, demonstrates how IUPUI University Library is a 21st century academic library.**



UNIVERSITY LIBRARY: AN URBAN ACADEMIC LIBRARY

The IUPUI University Library's mission is to INFORM the IUPUI campus and wider community of learners through our educational resources, technologies, and expertise; to CONNECT people with our resources, our services and each other; and to TRANSFORM the lives of our community members by facilitating teaching, learning and research.

The University Library is central to the mission of IUPUI, recognized locally, nationally, and internationally as an urban health sciences research university. Our programs help students succeed academically and our collections, including 2.2 million print and electronic resources, form the foundation for valuable scholarly research, and intellectual endeavors. Similar to IUPUI's commitment to community engagement, the Library is an academic library that is also committed to sharing resources with members of the local community. Any state resident with a valid I.D. is eligible for a library card. With approximately 1 million visits a year, plus staff and resources that support all of IUPUI's 350 degree and certificate programs, the Library is a vital partner for the campus and the community.

IUPUI has grown since its founding in 1969, when it encompassed a total of four buildings to a campus of 534 acres. The Library opened in its present location in 1993. The building, designed by renowned architect Edward Larrabee Barnes, was envisioned as one of the most technologically advanced libraries in the country. Today the Library continues to focus on the importance of technology in the academic library environment, with outstanding programs in information literacy and the digital preservation of rare resources and scholarly research. University Library is also home to the Joseph and Matthew Payton Philanthropic Studies Library, the leading library for the study of philanthropy in the world.

As central Indiana's only public research library, the Library is working to improve the lives of all our users by facilitating discovery, creativity, and lifelong learning. Developing lifelong learners is central to the mission of IUPUI and the Library. By ensuring that students have access to the most up-to-date resources, technology and environments for learning, the Library supports their academic success, as well as their ability to grow throughout their careers and in their future roles as informed members of communities.

FAST FACTS

2017-18 AY

Collections

Volumes in IUPUI University Library: 1,402,844

Volumes in Herron Art Library: 36,105

Serials: 116,117

Electronic books: 913,688

Article & bibliographic databases: 657

Items in institutional repository: 13,854

Items in digital collections: 158,297

Digital collections visits: 3,500,000

Resource sharing requests: 25,022

Services

Instruction sessions: 342

Student/Faculty research consultations: 1,491

In-person reference questions answered: 9,854

Staff FTE

Faculty: 30

Staff: 44

Student Assistants: 54



GROUNDING IN VISIONARY LEADERSHIP

In April 2018, IUPUI University Library Dean David W. Lewis retired after 26 years at IUPUI. Lewis departed the Library with an array of accomplishments, notably being recognized with the highest honor given by the most prestigious professional organization in the Library and information sciences, the Association of College & Research Libraries (ACRL), Academic/Research Librarian of the Year. In addition, Lewis was awarded a similarly rare honor by Indiana Governor Eric J. Holcomb-- the Sagamore of the Wabash.

"David Lewis is a visionary in academic libraries, and he has shared his vision widely over an illustrious career," said Dr. Jennifer L. Fabbi, chair of the Award Committee and dean of the California State University-San Marcos University Library. "The award committee noted that David has been inclusive in his leadership and service, which has benefited academic librarianship at many levels."

Much of the work described in the pages to follow was guided by Lewis's forward thinking plan for academic libraries of the 21st century, carried out by driven, dedicated Library employees.



**David W. Lewis, Dean Emeritus
IUPUI University Library**

IUPUI University Library Strategic Directions (2015)

1. Provide informal academic space for students.
2. Create collections and document delivery options that increase the resources available and do so in more cost-effective ways.
3. Develop research level special collections with a focus on philanthropy and artist books.
4. Assure the preservation of and access to the records that document the history of the IUPUI campus.
5. Assure that students at all levels have the expertise to productively use the information environment so that they can achieve their academic and career goals.
6. Enhance the ability of IUPUI students and faculty to make their scholarly output widely accessible and to assure its preservation.
7. Working with partners from the community develop digital collections that document the history and culture of Indianapolis and Indiana.
8. Create the organizational capacity to develop and deploy the expertise and resources necessary to accomplish these goals.



TRANSFORM

Supporting IUPUI Faculty in their research, data management, publication, and innovation.

SUPPORTING RESEARCH INTEGRITY AND TRANSPARENCY

Data Governance

Data Librarian Heather Coates was appointed the University Data Steward for Research Data in 2017. In this role, she is clarifying institutional policy related to the management of research data and developing guidance to better support researchers. Further guidance for new researchers on managing research data are currently being developed. Additionally, Coates is working with other University Data Stewards and staff to better understand and support the management and use of external research data by researchers at IU.

Managing Research Data

Since early 2012, IUPUI University Library has been supporting researchers in complying with funding agency policies on research data management and data sharing through workshops and consultations. As journal data availability policies have expanded to include major publishers, the Library has developed guidance and support for this process. **Librarians can help with preparation and description of data.** Researchers can also meet these requirements by publishing data in the institutional data repository IUPUI DataWorks, which is available at no cost and offers greater support and long-term access than publisher services.

The Data Librarian often collaborates with other support units across campus, including the Office of the Vice Chancellor for Research (OVCR), Research Storage and Research Data Services within UITS, the Research Integrity Office, and the Indiana Clinical and Translational Science Institute,

among others to provide training opportunities and to support effective use of enterprise platforms for research. Through the Data Topics series, the Library is responding to the needs of IUPUI researchers by developing new content or inviting experts to share their expertise.

The Library also offers research data management instruction in the classroom or the lab. Librarians have co-taught in good data practices in the context of the undergraduate Multicultural Undergraduate Research Institute (MURI) program, the National Institutes of Health requirement for Responsible Conduct of Research (RCR) training, as well as a graduate medical ethics course in the School of Medicine.

Data Publication & Sharing

For researchers who are willing and able to share their data openly, the Library offers a dedicated repository, [IUPUI DataWorks](#), and associated data curation services. DataWorks enhances the visibility of research data through the creation of metadata, including Digital Object Identifiers (DOI). Assigning a DOI to a dataset promotes research data as first-class research objects that can be counted as products in grant proposals and in promotion and tenure. These data can then be cited in future publications and grant proposals, which generates evidence of their use and potential impact.



HELPING SCHOLARS ON THEIR PATH



Heather Coates
Co-Director of the Center for Digital Scholarship
and Data Management Librarian

Using Research Impact Metrics for Professional Advancement

Since 2012, IUPUI University Library has offered workshops on gathering research impact metrics for faculty promotion and tenure (P&T) dossiers. Initially, librarians were invited to deliver these stand-alone workshops as part of an Office of Academic Affairs' annual series. As the content expanded from traditional citation metrics to a broader range of metrics, and then to include reporting and visualizing, the workshop expanded from one to a series of four.

Described in "[Rewarding Open Access Scholarship in Promotion and Tenure](#)" (2016) published in *College & Research Libraries News*, the series is designed to take "a broader, more

holistic perspective—including approaches to scholarly dissemination and new methods for demonstrating the impact of scholarship." Librarians help faculty to increase the visibility and access to their scholarship: managing their digital identity, sharing work openly, engaging target audiences, and presenting evidence of impact in a responsible and compelling way. Librarians demonstrate specific tools as well as describing the strengths and limitations of current metrics. Since 2015, this [workshop](#) series has reached nearly 100 faculty.

Beyond the workshops, librarians have engaged with the Faculty Learning Community (FLC) on Public Scholarship and school-level P&T committees to support a more inclusive approach to evaluation, one driven by the values of the school. In particular, the Library strives to support faculty who engage in professional practice, community engagement, and produce other forms of scholarship beyond the journal article. Through strategic planning and gathering of a diverse range of evidence, both quantitative and qualitative, the goal is to help faculty tell a compelling story about how their teaching, research, and service has impacted the world. The individual consultations offered by librarians have helped dozens of faculty successfully make their case for P&T.

More recently, the Library partnered with the Public Scholarship FLC to offer workshops to describe how altmetrics can help public scholars demonstrate the impact of their work, which is typically focused outside of academia. In the second iteration of this workshop, library staff are

working with successful public scholars to create profiles of projects in public scholarship. These profiles will serve as examples to enable aspiring public scholars to document the impact of their own work so that they can be successful in obtaining P&T. In 2016, librarians across IUPUI offered a metrics bootcamp for colleagues to skill up in gathering and using citation metrics and altmetrics to support faculty advancement.

"As I was beginning to prepare my dossier for promotion to full professor, I learned of the workshops offered by Heather Coates on publication metrics. I attended a couple of these workshops and learned very important information regarding how to keep track of publication citations and use, collect and understand metrics, and disseminate my work. I have since encouraged many colleagues, especially early career faculty, to attend such workshops and begin to take advantage of the tools provided. I was extremely fortunate that Heather decided to use my case as a model for various possible ways to show productivity. Several of her tables, and an impressive world map, are now part of my dossier and helped my external reviewers and the university committees understand the significance and impact of my work. I am so grateful for this effort by the university librarians!"

Silvia Bigatti, Professor
Richard M. Fairbanks School of Public Health



INCREASING THE REACH OF IUPUI RESEARCH WITH OPEN ACCESS

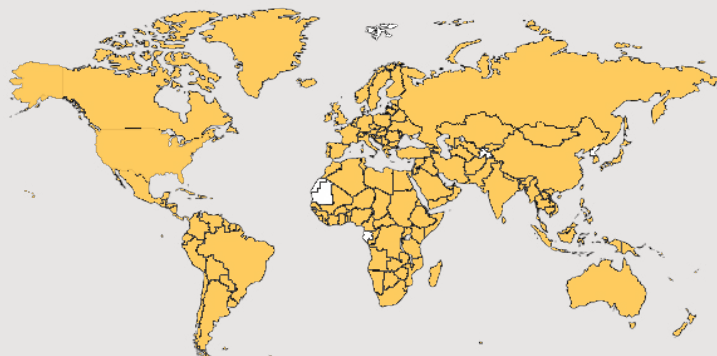
IUPUI University Library boosts the impact of scholarly works authored by IUPUI faculty and graduate students by providing open access (OA) dissemination. Recent studies on the citation impact have found: **scholarly OA articles are cited 18% more than articles published behind a paywall** (Piwowar, et al., 2018). The Library helps IUPUI authors find readers and get cited by supporting a range of low-labor, no-cost OA services. Key features of these services include: the IUPUI OA Policy, IUPUI ScholarWorks, the OA fund, and Open Journals at IUPUI.

Open Access Policy

In 2013, the Library supported a successful campaign for a campus-wide, faculty open access policy. IUPUI's policy success has informed OA policy development efforts at other universities, and IUPUI has taken a leading role the efforts of the Coalition of Open Access Policy Institutions (COAPI) to develop and share best practices in policy implementation. Following the passing of the policy, the Library designed and launched an [article deposit system](#) for authors to submit their work. By the end of 2016, the Library's policy implementation strategy resulted in a deposit rate of more than 80% for scholarly articles published in that year. To date the IUPUI OA policy has resulted in the deposit of more than 6,000 articles in IUPUI ScholarWorks—providing more than 150,000 free downloads to readers from around the world.

IUPUI ScholarWorks

As IUPUI's institutional repository, [IUPUI ScholarWorks](#) provides free access to published and pre-published works by campus faculty, students, and staff to the rest of the world. In addition to the articles covered by the OA policy, ScholarWorks archives graduate student theses, faculty works-in-progress, research posters, and reports. ScholarWorks gives authors a trusted, non-profit platform for academic dissemination. In 2017, IUPUI ScholarWorks publications were cited in The Washington Post, broadly re-shared more than 2,000 times across social media, and accessed by readers from more than 200 countries.



 Accessed IUPUI ScholarWorks

In 2017, items in IUPUI ScholarWorks were viewed by people in nearly every country in the world!

The Library hosts the IUPUI ScholarWorks site and works to make it easy for authors to use. The Library also provide a no-cost, mediated-deposit service for faculty authors. Faculty authors often use ScholarWorks as tool to ensure works are publicly accessible and to retrieve download statistics as an evidence of impact. In a reflection of the power of OA dissemination and need for this service, IUPUI ScholarWorks has grown quickly. In the last five years, the site has multiplied by more than five times -- from 2,609 items at the beginning of 2013 to more than 13,000 items at the end of 2017.

SUPPORTING THE EVOLVING SCHOLARLY LANDSCAPE

Open Access Fund

Peer-reviewed, OA journals now publish more than 15% of all the articles authored by IUPUI scholars. In fact, the two journals that publish the most articles by IUPUI authors are both well-known open access titles, Scientific Reports and PLOS One. OA journals like these are free to read and are often the source for news reporting on important new developments in science. However, many require the authors to pay a fee after peer review and prior to publication. This fee is a barrier to authors that want to publish in these journals.

To help IUPUI authors that have selected a peer reviewed, for-fee OA journal as the best outlet for their article, IUPUI University Library joined other campus schools and departments to create an [OA Publishing Fund](#) in 2013.

The Library manages the disbursement of funds for eligible authors and articles. **In 2017, the fund received more than 50 applications for support and supported the publication of 29 articles.** The fund is one of 51 library-supported OA funds in North America and is in the top-third for its level of support and number of articles published.



Jere Odell
Scholarly Communication Librarian

Open Access Journals at IUPUI

Of the thousands of academic libraries in the U.S., the University Library is one of the first to [engage in library-based scholarly publishing](#).

The Library's publishing service is called [Open Access Journals at IUPUI](#). Beginning in 2008, the Library has worked with faculty to launch new journals and helped existing journals transition from subscription access to open access. The Library currently hosts and provides support to seventeen journals, spanning a range of disciplines from philanthropy to public health. All of these journals provide open access to their content, either immediately or under a two-year maximum embargo. The goal of this service is to lower the barriers for faculty who wish to create, manage, and openly distribute scholarly publications.

With over 1,000,000 visits to Open Access Journals at IUPUI since 2008, this service accounts for a significant contribution toward helping IUPUI faculty increase the reach and impact of their scholarship.



Ted Polley
Social Sciences and Digital Publishing Librarian



SUPPORTING THE EVOLVING SCHOLARLY LANDSCAPE

Research Services

Librarians support research productivity for faculty through access to expert assistance, inquiry-enhancing technologies and spaces, and innovative services across the entire lifecycle of research. Successful collaboration with a librarian can include planning and conducting literature searches and working with citation management software, such as Endnote or Zotero, to streamline the writing process. With regard to funding, librarians can help prepare data management plans for grant applications, as well as assist with finding grants using the Pivot database. The Library also provides training and support for the evidence synthesis software, Covidence, which is used to screen and sort articles for literature reviews.

Librarians are well-suited as subject experts to make suggestions regarding target journals for publication in specific disciplines, and librarians have several tools available to assist with this process. The Library is also committed to furthering the open accessibility of information, including archiving faculty publications in ScholarWorks, assisting with Public Access Compliance for the National Institutes of Health and other grant provider requirements, and empowering researchers to successfully evaluate whether a journal is of high quality and peer-reviewed. Other services include data visualization consultations, citation tracking for promotion and tenure, and advice on how to share publications for wider readership and more diverse audiences.

"I had the privilege of co-authoring with Caitlin on our Nurse Educator article, "Mentoring Nontenured Track Nursing Faculty: A Systematic Review". In preparing this manuscript, Caitlin developed and executed the literature search, wrote the methods portion for the review, and acted as a reviewer for articles we chose. I know that she has also co-authored with several of my colleagues in the IU School of Nursing, and this new service has been well received, especially among newer faculty members."

Deborah Cullen, Emeritus Professor
Indiana University School of Nursing



Librarians Caitlin Pollock and Caitlin Pike helping early career faculty at the Next Generation Researcher Fair.

Digital Humanities

Since 2015, the Library has been intentional in its support of digital humanities (DH) both as a supplier of unique digital content for research and also as expert consultant for faculty incorporating DH into their research and classroom. Under the direction of Digital Humanities Librarian, Caitlin Pollock, various departments and the MURI research team, have introduced students to digital teaching pedagogy through timeline mapping applications, digital storytelling, and text encoding.

With the establishment of a Digital Humanities Minor offered through the Schools of Informatics and Liberal Arts and as IUPUI faculty become adept DH scholars in their own rights, DH library services and expertise, including suggested technology applications and grant writing support, have become an essential part of the Library's offerings.

"Part of what makes the IUPUI Library unique is its efforts to continually grow its digital footprint. Whether it is the future of digital scholarly communications, the growth of digital collections for research and teaching, or the work of digital humanities librarians to support the teaching mission of the University, IUPUI Library is embracing 21st century librarianship that benefits faculty, staff, and students throughout the IU system."

Jennifer Guiliano, Associate Professor
School of Liberal Arts



CONNECT

Connecting the IUPUI community with our collections and extending information services beyond our shelves.

LIBRARY COLLECTIONS FRAMEWORK



Tina Baich
Associate Dean for Collections

Traditionally, academic libraries have attempted to acquire all the scholarly resources - both books and journals - required to support the teaching, learning, and research missions of their universities. The publishing explosion (journals and other outlets producing content at rates never imagined before) and the unprecedented inflation of journal subscription costs (journal subscriptions rise at a rate of 5% or more each year) in recent decades make this traditional purchasing mindset unsustainable. As a result, many academic libraries, IUPUI University Library included, have turned to more innovative, access-based approaches to meeting the information needs of their constituents.

Going on Demand

One of the ways in which the Library achieves its Strategic Direction of "creat[ing] collections and document delivery options that increase the resources available and do so in more cost effective ways" is to adopt an "on demand" approach to

resource acquisition. This allows the Library to responsibly steward funds and resources, while ensuring access to needed resources. Through the "on demand" approach to resource acquisition, faculty and students directly contribute to building the Library's collection around the teaching, learning, and research needs of the IUPUI community.

Through its various services, the Library provides on demand access to the information resources crucial to the successful teaching, research, and scholarship of IUPUI faculty, staff, and students. These services include [Interlibrary Loan](#), the [Article Delivery Service](#), and [Articles on Demand](#) (this final service is currently available to faculty only). In fiscal year 2017, the Library supplied 25,022 items to patrons through IU Request Delivery, Interlibrary Loan, and the Article Delivery Service, filling 95% of requests received.

Through the "on demand" approach of purchasing, the Library is able to provide access to thousands more resources than the campus could ever afford to purchase otherwise.

Articles on Demand

In 2014, the Library piloted a new service for faculty with the School of Science called **Articles on Demand, an unmediated article request service that allows faculty to use library funds to purchase articles outside of library subscriptions.** The purchased article is then delivered directly to the faculty member within eight hours without library staff intervention. Using interlibrary loan (ILL) data, the Library identified low-use journals where the purchase of individual articles was more cost effective than a subscription.

The Articles on Demand service includes more than 4,000 journal titles and averages a delivery time of 52 minutes with a median of 2 minutes.

The service became available to all faculty in Fall 2015, with additional low-use journal titles added to the available pool. Faculty's ability to initiate purchases has allowed the Library to successfully fulfill requests at the point of need while enabling substantial savings for the Library. As an example, the journals cancelled in 2015 would have incurred nearly \$180,000 in subscription costs to the Library. Instead, the Library purchased 162 individual articles for a cost of \$2,650 during 2015. Savings were used to cover cost increases for higher use journal subscriptions more important to faculty research.



DELIVERING INFORMATION

Books on Demand

The IUPUI University Library has also expanded access to electronic books through on demand approaches. One such program currently gives online access to approximately 20,000 new ebooks worth almost \$2,000,000. The Library only pays for these ebooks if they are checked out.

Furthering the reach of “Books on Demand”, **the Library will expand library users' ability to purchase print and electronic books on demand.** Subject Librarians will select records to be loaded in IUCAT rather than purchasing them immediately. These titles will only be purchased if requested through IUCAT. Once a user clicks a button, the item will be automatically ordered. The Library will purchase the item for the collection and rush deliver it to the user. This new service will launch on September 1, 2018.

Film on Demand

The Library provides IUPUI faculty, staff, and students access to the streaming video platform Kanopy, which offers a constantly **updated streaming media environment of more than 30,000 documentaries, classic films and independent films**, all without the Library overhead of processing and shelving individual DVDs. Each film comes with public performance rights, so they can be utilized in the classroom or for a public screening.

Partnering for Better Library Collections

The Library is an active participant in the [Academic Libraries of Indiana's](#) (ALI's) **shared collection initiatives**. Shared collections, or shared print, is a concept within librarianship where libraries coordinate existing collections and prospective purchasing to avoid unnecessary duplication among collections while maintaining access for all library users. The first of these initiatives involved 36 Indiana academic libraries. The Academic Libraries of Indiana-[Private Academic Library Network of Indiana](#) (ALI-PALNI) [Shared Print Project](#) (SPP) helped librarians improve the quality of the Library's collection data and the relevance of the collection through data-driven decisions. Using the data analysis from the project, librarians identified unique titles within the Library's collection and took steps to protect them from damage or loss while simultaneously creating a plan to reduce the circulating print collection while ensuring continued access through other IU libraries.

In 2017, the Library withdrew nearly 50,000 low-use and duplicate volumes from the print collection and freed up nearly 2,500 square feet of space that has been repurposed as part of a campus-funded renovation project to expand informal learning spaces for students.

The Future of IUPUI University Library Resource Acquisitions

Following these initial projects, the Library recognized the need to develop a more structured plan for future resource acquisition. University Library is currently embarking on the first phase of this plan, which involves:

- the appointment of two Resource Development Librarians from within the existing library faculty to facilitate phase one implementation;
- the development of internal and external communication strategies, including faculty engagement initiatives;
- the comprehensive evaluation of all existing journal and database subscriptions; and
- the transition of auto-purchasing of monographs to an on demand purchasing service.

These incremental steps set the stage for a more complete shift away from a traditional collections model, which will allow the Library to fulfill three objectives: (1) providing access to more content than the Library could feasibly purchase and (2) shifting support to unique physical and digital collections built at IUPUI; and (3) increasing support of open initiatives that will address larger issues within the scholarly communication landscape.



FACULTY BORROWING PRIVILEGES



Paul Moffett
Head of Access Services

IUPUI University Library provides many services and resources to support faculty at IUPUI as they endeavor to acquire, create, and disseminate knowledge. It is the Library's strategic goal to create collections and document delivery options that connect faculty with resources quickly and efficiently.

Borrowing

- [IUCAT](#) is Indiana University's shared online library catalog, listing items owned by IU libraries statewide. It provides access to millions of items including books, DVDs, e-books, print and electronic journals, microform, and music recordings and scores held by IU Libraries statewide. Through [request delivery](#), these items can be delivered to IUPUI to be picked up and checked out. **Faculty can borrow up to 500 items at once.**

- The Library website is a portal for more than 650 databases, both multidisciplinary and subject-specific, that provide access to articles for download or online reading.
- The Library provides access to resources through many platforms including directly through the Library's databases and also through third-party resources, like Google Scholar. Embedded "Find It" or "Find It @ IUPUI" links connect IUPUI users to full-text content provided by library subscriptions, when available.
- [Interlibrary Loan](#) (ILL) and Articles on Demand are the gateways for IUPUI faculty to find and receive needed resources from libraries across the world when they are not already made available through the Library collection or subscriptions.

Proxy Accounts

Faculty can designate individuals to check out and pick up materials from the Library on their behalf. Through [proxy accounts](#), faculty that work closely with research assistants or other trusted individuals have greater flexibility to obtain print materials at the Library, as well as facilitate their collaborations.

Course Reserves

Faculty can make textbooks and other course materials available freely so that students have the opportunity to use them without purchasing personal copies. By completing a [course reserves request](#), the Library is able to lend hard-copy course materials to students for short-term checkout from the Service & Information Desk. More than 325 courses have materials on reserve to help students complete readings and assignments.



SUPPORTING & DEVELOPING UNIQUE COLLECTIONS

Philanthropy Collections

Over the last 30 years, the Ruth Lilly Special Collections & Archives has developed philanthropy collections that support study of the field locally through the Lilly Family School of Philanthropy, nationally and internationally through reference and digital outreach. The 25,000 volumes and electronic resources of the Joseph and Matthew Payton Philanthropic Studies Library support the manuscript collections, which include records of local and national nonprofit organizations, including National FFA, Kiwanis, and Junior Achievement. In addition to manuscript collections, Special Collections is home to an extensive information resource on private foundations, including annual reports going back to 1900 and Forms 990-PF from 1971 to 1997. As the only major research collection about philanthropy in the US, the Library has exploited the potential to provide wide access through digital collections. PRO: Philanthropy Resources Online includes old editions of Giving USA, the Philanthropy Monthly, and historical monographs that may not be readily available elsewhere. IUPUI University Library's manuscript collections also include collections of digitized photographs, newsletters, and records in high demand for reference work.

When the Lilly Family School of Philanthropy secured approval for the Bachelor of Arts in Philanthropic Studies, the Special Collections librarian and archivist were at the table to plan an articulated curriculum that incorporated use of both the Library and archives. The result has been an opportunity to teach students philanthropic concepts in action through the historical record. Librarians are currently in the classroom at the 100, 200, and 300 levels. Archival instruction impacts more than 200 students each academic year in Philanthropic Studies and adjacent fields.

Through a partnership with the Center on Muslim Philanthropy, librarians are developing a resource for the study of Muslim American philanthropic organizations. OBAT Helpers, one of the Library's donor organizations and the Library's first completely 'born digital' collection, provides services to displaced people in Bangladesh. Special Collections is working to document their efforts on behalf of the Rohingya refugees through a collection of over four hundred digital images. In addition to collecting organizational records, IUPUI University Library is hosting the open access [Journal on Islamic Faith and Practice](#).



Six alpine plants by Rebecca Goodale

Artist Books Collection

The Herron Art Library, a full-service branch of the University Library inside IUPUI's Herron School of Art and Design, is home to a growing and notable [Fine Press/Book Arts collection](#) approaching 1,000 items. Artist Books offer unique expressions of art that reflect the qualities, functions, and structure of the book. They are creative works produced in a wide variety of structures, themes, materials, and mediums. Artists' books may be produced in small editions or as one-of-a-kind objects works of art – all with the intent to be interactive, intimate, pieces mirroring personal, social, or ecological themes. The Herron Art Library is home to works by important contemporary book artists such as Julie Chen, Rebecca Goodale, and many others.

In 2016-17, the Library's Philanthropy Resources Online (PRO) digital library was visited by 4,491 users and provided access to 106,404 items; FOLIO, a digital repository of foundation-sponsored research reports was visited by 9,688 users with access to 1,268 items.



SUPPORTING & DEVELOPING UNIQUE COLLECTIONS



Four IUPUI Students in the 1970s

Courtesy of Ruth Lilly Special Collections and University Archives

University Archives

The University Archives support the academic work of the campus, providing materials and archival instruction including courses in Physical Education, History, and Museum Studies. Students use photograph collections to construct 3D images of campus buildings torn down decades ago. Faculty use the collections to document the history of the IU School of Medicine, the Herron School of Art, the Normal College of the American Gymnastic Union, and more.

The IUPUI 50th anniversary celebration has also given library student employees more opportunities to participate in digitizing the Library's vast collection of campus photographs. One is working on a database of images and stories that portray "A Day in the Life of IUPUI." The IUPUI University Library's Ruth Lilly Special Collections & Archives has also supplied photographs, research materials, and advice to Welcoming Campus Innovation Fund projects, including "Recognizing Those Who Were Here Before" and "Exploring IUPUI Through Internet 3D Technology." The third initiative, "Windows to IUPUI's Past, Present, and Future," will juxtapose images depicting the heritage of IUPUI with the current landscape to show how the campus has evolved in its nearly 50-year history. The project is the collaborative effort of the Library, the Office of the Vice Chancellor for Research, and the Museum Studies program.



A NETWORK FOR ACCESSING INFORMATION



World of Information



U.S. Libraries



Indiana
Libraries



Indiana University
libraries



Other IUPUI
Libraries



IUPUI
UNIVERSITY LIBRARY

Connecting IUPUI to World's Best Information

The IUPUI University Library is one of six campus libraries affiliated with IUPUI. Though the Herron Art Library is administered by the Library, the remaining libraries – Ruth Lilly Law Library, Ruth Lilly Medical Library, IU School of Dentistry Library, and University Library of Columbus – are administered by their respective home units. The Library frequently partners with these libraries to jointly purchase electronic resources and virtually all of these resources are available to all IUPUI affiliated users.

The Library is, of course, also part of the network of Indiana University libraries across the state. IUPUI affiliated users can request the majority of print materials available in this network using IUCAT's Request Delivery feature. Electronic resources, on the other hand, are only available to users affiliated with the purchasing campus. There is some overlap in access due to purchases by multiple campuses or, more commonly, to collaborative purchases managed by Indiana University Bloomington.

IUPUI users also benefit from statewide initiatives such as [INSPIRE](#), an Indiana State Library service that provides all Indiana residents access to a suite of databases; the Marion County Internet Library, which provides all Marion County residents access to a suite of databases thanks to the support of The Indianapolis Foundation Library Fund; and Academic Libraries of Indiana cooperative database subscriptions and Reciprocal Borrowing Program.

Even with the plethora of resources already described, IUPUI affiliated users may find they need research materials not available through any of these avenues. In these cases, researchers may request the purchase of an item or take advantage of the resource sharing services offered by the Library, including Interlibrary Loan (ILL). The Library will locate and borrow research materials from other libraries in the state, nation, and even the world.

From July 2016 through May 2018, University Library has borrowed 100 items from libraries in Australia, Canada, China, Denmark, Germany, Italy, Slovenia, South Africa, Spain, Taiwan, Thailand, and the UK.



BUILDING BRIDGES TO THE CITY AND BEYOND

Digital Collections

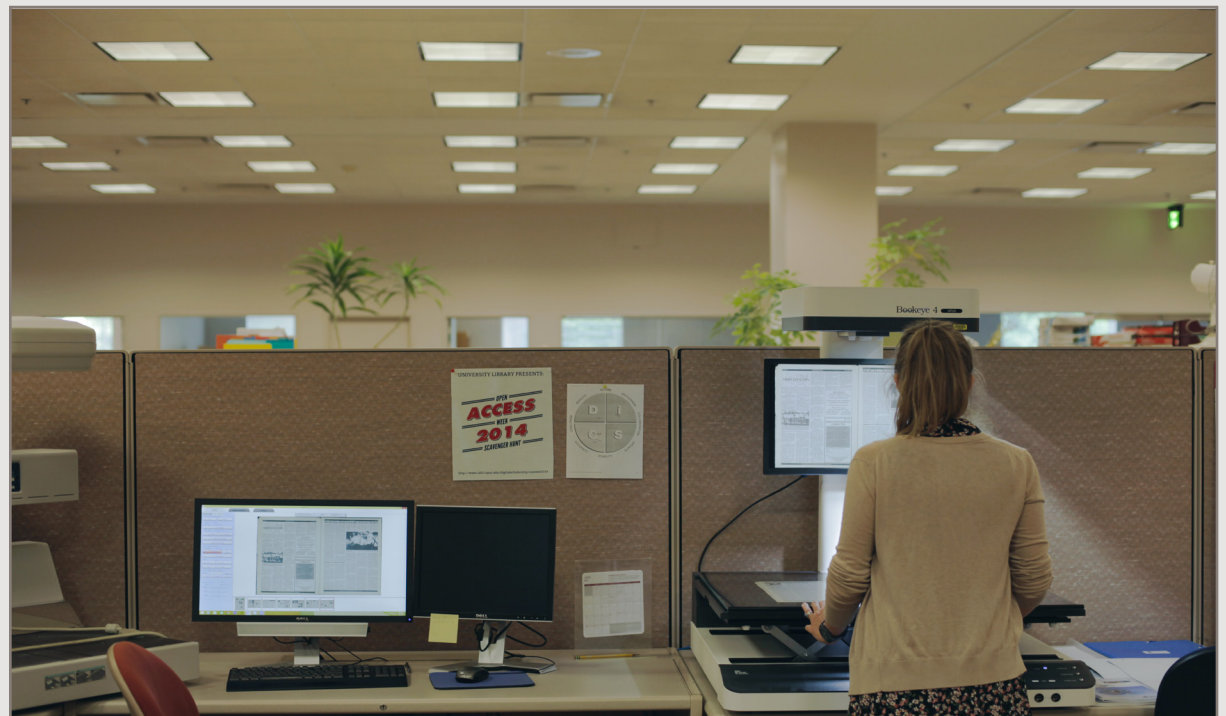
IUPUI University Library was an early adopter of digital imaging technology, applying traditional library and archive skills of selecting, organizing, describing, and preserving to digital content. The Library first focused on sharing IUPUI's history. With civic engagement at the core, the Library also partners with local museums, historical societies, archives, and public libraries that have unique collections but no means by which to make them digital. To date, the Library has collaborated with over 40 Indiana institutions to share their unique stories with the world. A few of the Library's most notable projects include: [The Indianapolis Recorder Newspaper](#), [The Neighborhood of Saturdays](#) (in collaboration with Dr. Susan Hyatt's Anthropology students), the [Chris Gonzalez GLBT Archive](#), the [Crispus Attucks Museum](#), and the [Indianapolis Motor Speedway](#) collections.

The Library regularly consults for other libraries looking to start a program of digitization particularly in collaboration with their community. In 2017, the Library received the James J. Bradley Distinguished Service Award presented by the Society of Automotive Historians, recognizing exemplary efforts in preserving motor vehicle resource materials. The Library's digital collections are possible because of the generous support from national and local funding agencies including the Institute of Library and Museum Services (IMLS), the Indianapolis Foundation, The Clowes Foundation, and the Lilly Foundation. Since 2006, the Library has received over \$1,000,000 to preserve and provide access to the historic records of Indianapolis.

3D Digitization in the Center

Building on the Library's national reputation for community-engaged, 2D digitization, the Library's Center for Digital Scholarship sought to develop equally robust collections for 3D objects. In collaboration with a local 3D scanning firm interested in educational applications of the technology, the [Benjamin Harrison Presidential Site](#), [Indiana Red Cross](#), the Madame Walker Theatre, and the School of Informatics the Library has scanned

a variety of cultural objects and spaces for both preservation and re-application purposes. As faculty researchers, librarians are keen on contributing to the Library standards development of 3D technologies and have partnered with Virginia Tech, Indiana University, Bloomington, and University of Oklahoma to lead the development of an IMLS-sponsored roadmap for libraries implementing 3D and virtual reality services in their institutions.



The Library's digital collections contain nearly 1 million images. These collections were used 3.5 million times in the 2016-2017 AY.

INFORM

Our commitment to student learning and academic success through our space & service, educational services, and student employment experiences.

EDUCATIONAL SERVICES

Focused on a future where the free and open exchange of information brings people together and enables them to make the world a better place.



EDUCATIONAL SERVICES: A VITAL PARTNER IN THE ACADEMIC ENTERPRISE



Bill Orme
Associate Dean of Educational Services

Educational Services

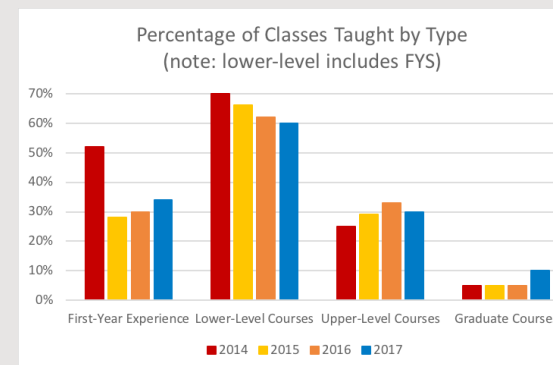
The guiding mission of the IUPUI University Library's educational services is to contribute to student success by teaching students vital Information Literacy (IL) critical thinking skills (e.g., the ability to find, evaluate, and use information effectively and ethically). The approximately twenty subject liaison librarians do this in a variety of ways. Subject liaison librarians [collaborate with faculty](#) in developing assignments, learning outcomes, and/or come to one or more class sessions to teach these IL concepts. Librarians develop online course and subject research guides and learning objects. Librarians meet with students for one-on-one research. Finally, librarians conduct research on teaching practice and learning objects to ensure students are achieving learning outcomes.

Teaching IL concepts is important to student success while they are at IUPUI, but also after graduation, as students enter the workforce. A large survey by Project Information Literacy found that students have a difficult time with IL research concepts: half are not confident in their ability to assess resources and conclude research efforts; 80% reported that they are overwhelmed when starting research assignments; and 100% reported using risk averse research strategies by leaning on course readings, Google, and Wikipedia to mitigate information overload ([Head, 2013](#)). A [2015 study](#) commissioned by the Association of American Colleges and Universities (AAC&U) found that 81% of employers highly value critical thinking skills, but, when it comes to locating, organizing, and evaluating information only 29% of employers feel students are well prepared.

Contributing to Student Success through Faculty Course Collaboration

In 2017, librarians taught 441 classes and 931 one-on-one research consultations across all disciplines.

Historically, the Library's strong collaboration with University College helped shape the campus's First-Year Experience courses. Recently, the Library developed an IL curriculum for the Summer Bridge program (p. 23) and librarians have always worked closely with courses that are part of the campus's Themed Learning Community (TLC) program. Librarian collaboration with Bridge and TLCs are just two examples of the Library's engagement with high-impact practices ([Kuh, 2008](#)).



Over the past few years, each liaison librarian worked with their disciplinary faculty to identify core courses within each undergraduate degree program which could be enhanced with IL instruction in accordance with the Library's [IL curriculum](#). This scaffolded approach has enabled librarians to teach students IL concepts at point of need from first through senior-year. Following the implementation of this plan and the development of new online learning objects, librarians have been able to reduce the number of instructional visits to 100 and 200 levels while teaching in more 300, 400, and graduate-level courses. Without reducing the number of students reached (librarians taught to 23% more students in 2017 (n=10,245) than 2014 (n=8,300), the Library has increased the impact of its IL program across the undergraduate curriculum.

In addition to direct course collaboration, librarians consistently contribute to campus discussions on undergraduate education. In fact, Librarian and Archivist Angela White served on the taskforce to revise the Principles of Undergraduate Learning (PULS).



COURSE COLLABORATIONS

Learning Objects

To extend the reach of librarian expertise not only to the campus classroom, but to the online environment as well, IUPUI University Library has developed a robust suite of guides and tutorials. Many of these learning objects can be placed in your Canvas course site.

- [Subject Research Guides](#)
- [Course Research Guides](#)
- [Start Your Research tutorial](#) (a self-guided module which teaches students basic research competencies)
- [Academic Integrity tutorial](#)
- [Literature Review tutorial](#)
- [Library FAQ](#) for commonly asked library and research questions

Contact your [subject liaison librarian](#) if you are interested in using any of these tools.



Summer Bridge

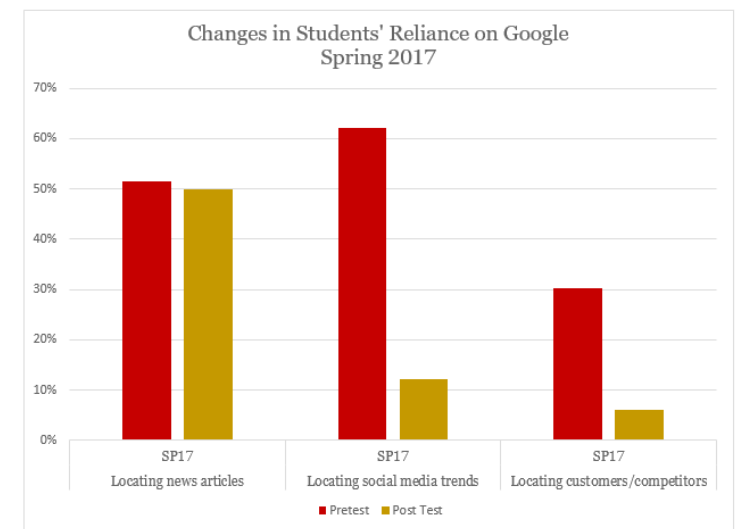
In 2015, the Library developed an information literacy (IL) curriculum for the Summer Bridge program. Librarians collaborate with bridge faculty to customize the curriculum depending on the scope of the research portion of each section. The curriculum introduces students to: formulating research questions; evaluating sources; citing sources; and knowing what services the Library offers. To assess how well students meet these learning outcomes, students work through a guided research exercise during the instruction session. Rubric scores for the assignment indicate students are meeting expectations and even improved from the 2016 to the 2017 cohort.

Third-Year Business Students

Using the Library's IL curriculum and student learning outcomes for guidance, Katharine Macy, Business Librarian, customized student learning outcomes for business to teach IL and data literacy skills, which she then scaffolded throughout the business curriculum.

In their junior year, business students are required to complete a project, which provides an opportunity for student teams to apply classroom learning and develop business research skills.

Katharine collaborated with business faculty to deliver a 3-hour research workshop to support this project. Pre and post-test data shows students become less reliant on Google to find business information and demonstrate learning of advanced business research techniques as a result.



COURSE COLLABORATIONS

Book Arts Capstone Experience

The Herron Art Library's [Fine Press/Book Arts Collection](#) plays a valuable role to influence the development of the book arts students' creative body of work during their academic career at the Herron School of Art and Design. Herron students are often introduced to the book arts genre for the first time during the Herron Art Library's 100 and 200 level library instruction sessions. During these sessions, students are able to handle these art objects from the Library's book arts collection, experiencing the creative works in an intimate, first-hand way. Students are able to see and explore the work of contemporary book artists such as Ron King, Christine Kermaire, Julie Chen, Bea Nettles, Lois Morrison, Karen Baldner, and many others; inspiring many students to follow a course of study through the Book Arts minor.

This creative journey into the book arts comes full circle for the book arts students with their Capstone Exhibition Experience held at the Herron Art Library during the students' final semester. Under the direction of the book arts instructor, this exhibition highlights the book arts students' creative work completed during their academic career. It is easy to identify the influence and impact of the artists represented in the Herron Art Library's collection through the students' use of binding structures, materials, mediums, and/or themes. This capstone experience often gives the students their first opportunity to develop and present an exhibition highlighting their creative work. Students are responsible to select, install, promote, and host an opening reception for the exhibition in the Herron Art Library. The exhibition remains on display in the Library through the summer.

Archives in the Classroom

In the Lilly Family School of Philanthropy Bachelor of Arts in Philanthropic Studies, the Special Collections Librarian and Archivist teaches students philanthropic concepts in action through the historical record throughout the curriculum. For example, in the 300-level class, the students create a multimedia project using one of six collections—Flanner House Settlement, National FFA, New Farmers of America, the Indianapolis Foundation, Wheeler Mission Ministries, and Boys and Girls Clubs of Indianapolis.



Evidence of Compression
Julie Chen. Berkeley: Flying Fish Press. 2001

Scholarship of Teaching and Learning

To ensure subject liaison librarians meet student needs, these librarians conduct research on the Library's information literacy curriculum, learning objects, and teaching methods. With a strong emphasis on first-year students, the Library has sought and obtained funding to assess students' first-year work with work done in capstone courses (n=650 surveys; n=750 student papers). To be completed in summer 2018, data will directly inform what information literacy concepts librarians teach and at which student level through the undergraduate curriculum. Other research efforts have examined issues such as: [the efficacy of teaching Boolean logic \(AND, OR\) to beginning undergraduates](#); [the design of library course and subject guides](#); and [the intersection between students' web behavior and their exposure to information literacy instruction](#).



SERVING IUPUI STUDENTS

Creating an environment for the next generation of leaders to thrive.

STUDENT ENGAGEMENT



Willie Miller
Informatics & Journalism and
Campus Outreach Librarian

IUPUI University Library has a strong tradition of using outreach programming to engage IUPUI students with library services and resources. A group of librarians and staff have joined together to create the Campus Outreach Group to focus on outreach programming and campus communications.

Strategic Communication

Communication is at the heart of the Library's strategy for connecting with IUPUI students, faculty, and staff. Subject Librarians are key in communicating the vast wealth of resources that the Library holds. In addition, the Library has built further communication channels through social media. Social media has provided the Library direct and public platforms to advance its mission to connect people with the Library's resources and

services and each other. Along with healthy following audiences on [Twitter](#) and [Instagram](#), the Library boasts the most likes for any single academic library in the state of Indiana on [Facebook](#). The Library engages these audiences by responding to questions, sharing information, and cultivating a personality for the Library. Through social media, the Library increases discovery of library resources, articulates professional values, and provides point-of-need customer service.

Social Media Followers: 2,345 Facebook; 1,250 Instagram; 2,567 Twitter.

Weeks of Welcome

Every newcomer to campus gets a brief education on the Library during the IUPUI Weeks of Welcome at the beginning of the fall semester. More than 3,000 students, faculty, and staff attend the Library Open House each year, which includes library trivia games, free library giveaways, and opportunities to learn about library resources.



Finals Week & Extended Hours

The Library extends its hours during finals week. It keeps the goodwill going through the end of the semester by hosting a free late-night coffee bar during finals week extended hours. In addition, the Library offers other “de-stress” activities, including therapy animals and coloring book pages. Since the Library started this “Up Late @UL” programming in 2011, attendance during extended hours has increased by 506% and an average of 1,800 students attend each semester.

Minority and International Student Outreach

On a campus with a significant minority and international student population, the Library is a intersection of different cultures and backgrounds. A recent study conducted by the campus Office of Institutional Research and Decision Support found that minority and international students are more likely to use the Library to study or hangout than their white, domestic counterparts.

In this context, it has been natural for librarians to conceive of programming that might build on the Library's inherent sense of inclusion. The Library's International Students Working Group has partnered with the Office of International Affairs to host a Speed Friending event for international and domestic students. Librarians continue to expand on work in this area.

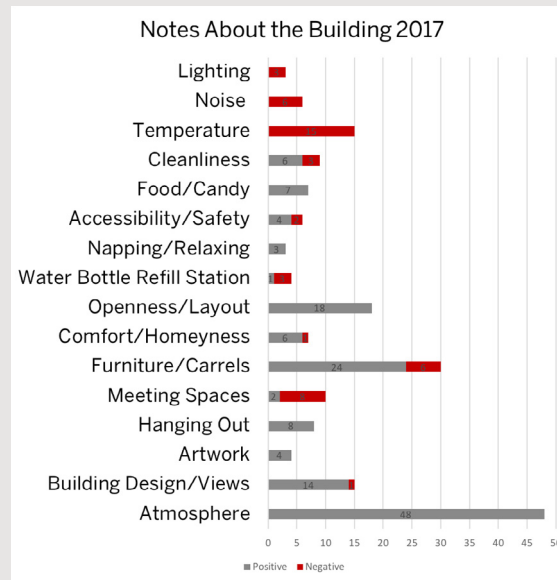


ASSESSING STUDENT NEEDS

I ♥ UL

IUPUI University Library staff have developed an outreach program that has a direct influence on the Library's institutional effectiveness, collections, and space—I ♥ UL. Willie Miller, Informatics & Journalism Librarian and Campus Outreach Librarian, conceived this award-winning program in 2011 as a means of finding out, quite simply, what students liked about the Library and what they wanted to change. In this program, students post anonymous notes describing something they like or dislike about the Library during the month of February. The program is invigorated by an event on Valentine's Day, incentivizing submissions with snacks and giveaways. The Library collects an average of 1,800 notes each year.

Like many libraries with similar events, library staff read the notes and try to learn from them. Unlike many other libraries, the University Library puts forth a significant amount of effort in analyzing the notes to spot trends and makes specific changes directly resulting from this student data. Among the changes, the Library has created a popular browsing area called the Pop Shop, replaced technology, improved the room reservation system, replaced furniture, improved collections, and more over the seven years the Library has done the program. Because of its broad scope, I ♥ UL influences nearly every area of the Library. The I ♥ UL data provides a longitudinal view of student perception of the Library, which has been very useful in setting priorities. In 2018, software company SirsiDynix presented the Library with its annual [Power of Libraries Award for I ♥ UL](#).



DESIGNING SPACE FOR LEARNING



Rendering Courtesy of Lohr Design, Inc.

Learning Spaces Study

Since 2014, there has been a trend in I ♥ UL data indicating rising displeasure with the Library's physical spaces. A group of librarians and an administrator worked together to further investigate with a series of studies on the IUPUI University Library's physical space. Starting with a focus group, Library staff were able to delve deeper into which characteristics of the Library's space worked well and which could be improved to better facilitate studying and group collaboration. Next, the group designed an observation protocol to unobtrusively record student behavior and survey tools to gather more detail.

The librarians continued the research into student preferences and behavior to help the interior designer and campus architects create a design plan to meet student needs.

The preliminary results of this research along with the years of I ♥ UL data helped develop a proposal for a library renovation. **Campus and University administration invested \$1.75 million in the project to renovate the Library's third and fourth floors**, which are the main study spaces in the building.

Renovation Outcomes

- Increased the Library's capacity for informal learning by adding 400 new seats in addition to new desks, study tables, and nooks for both collaborative and private study.
- Expanded collaborative study space by creating nine new open study rooms, adding new flexible group seating arrangements, and more white boards.
- Improved the quality of quiet study spaces by creating new group quiet rooms and adding co-study work spaces to the quiet floor.
- Satisfied the increasing needs for power by adding more than 400 traditional and USB electrical outlets.



OPENING THE DOOR TO INNOVATION

Technology Support

Since opening the doors of its current location in 1993, the IUPUI University Library has been one of the most technologically innovative academic libraries in the country. It continues that tradition today by providing IUPUI students and the larger community with opportunities to integrate new and emerging technology into their learning experience.

3D Printing Studio

In 2014, the Library was the first location in the IU system to offer 3D print services open to all students, faculty, and staff across campus. The Library makes 3D printing affordable for everyone by only charging for the cost of the plastic used to print an object. The Library also offers in-depth consultations to students and faculty, assisting individuals with project planning and design.

The Library's [3D Printing Studio](#) has been so successful that when UITS began to open labs on other IU campuses, they used it as a model, emulating the Library's website format and service design.

During the first two years of the Library's 3D print program, over 250 projects have been completed for class work, professional, and personal applications. Some memorable projects include:

- Components of a board game about terraforming the planet Mars, created by a supply chain class in the School of Business;
- A race car helmet prototype for a student in a motor sports engineering class in the School of Engineering and Technology;
- A shoulder joint requested by an IU Health University Hospital surgeon in order to practice and prepare for a surgical procedure;
- A “bolus” or tissue equivalent device to help focus radiation therapy, requested by physicians at IU Health University Hospital;
- A dental model of a human jaw and teeth, requested by the School of Dentistry.



Guided Virtual and Augmented Reality Lab

The success of the Library's 3D Printing Studio inspired library staff to apply for another LSTA grant to pilot a [Guided Virtual & Augmented Reality Lab](#). Funded by an LSTA grant, the lab opened in 2017, and it is free and available to students, faculty, and staff in all disciplines.

Currently, library staff are partnering with the IUPUI School of Informatics and Computing to develop special projects and paid student internships in the lab. Current VR projects on the campus include a virtual model of the historic Indianapolis Bethel AME church and a 50-year virtual history of IUPUI.



WELCOMING INITIATIVES IN DIVERSITY, EQUITY, AND INCLUSION

IUPUI University Library has developed a number of initiatives designed to ensure that all members of the IUPUI community experience the Library building as an open and welcoming place. Research shows that students learn better in an environment that makes them feel at home. In fact, students frequently refer to the Library as a second home.

To help staff and librarians be welcoming in their interactions with each other, campus users and the wider community, the Library's Diversity Council coordinates a series of cultural competency trainings on a wide range of topics. These have included:

- *Safe Space* and *Trans 101* training through IUPUI LGBTQ+ Center
- *Gender Bias in the Workplace*
- *IUPUI, the Color Line and Urban Displacement*
- *Microaggressions in the Library Environment*
- Screening and discussion with local filmmaker of award-winning PBS film, *Attucks: The School that Opened a City*
- *Unique Needs of IUPUI International Students*
- *Patrons Experiencing Homelessness*
- *Library Support for Students with Disabilities*

Focused on enhancing the work of the Library employees, and by extension, the students and scholars who rely on the Library's services and research resources, the Library's Diversity Council promotes equity and inclusion in Library operations and practice, addressing issues such as facilities and accessibility, search and screen and performance management practices, as well as public services and collections development.

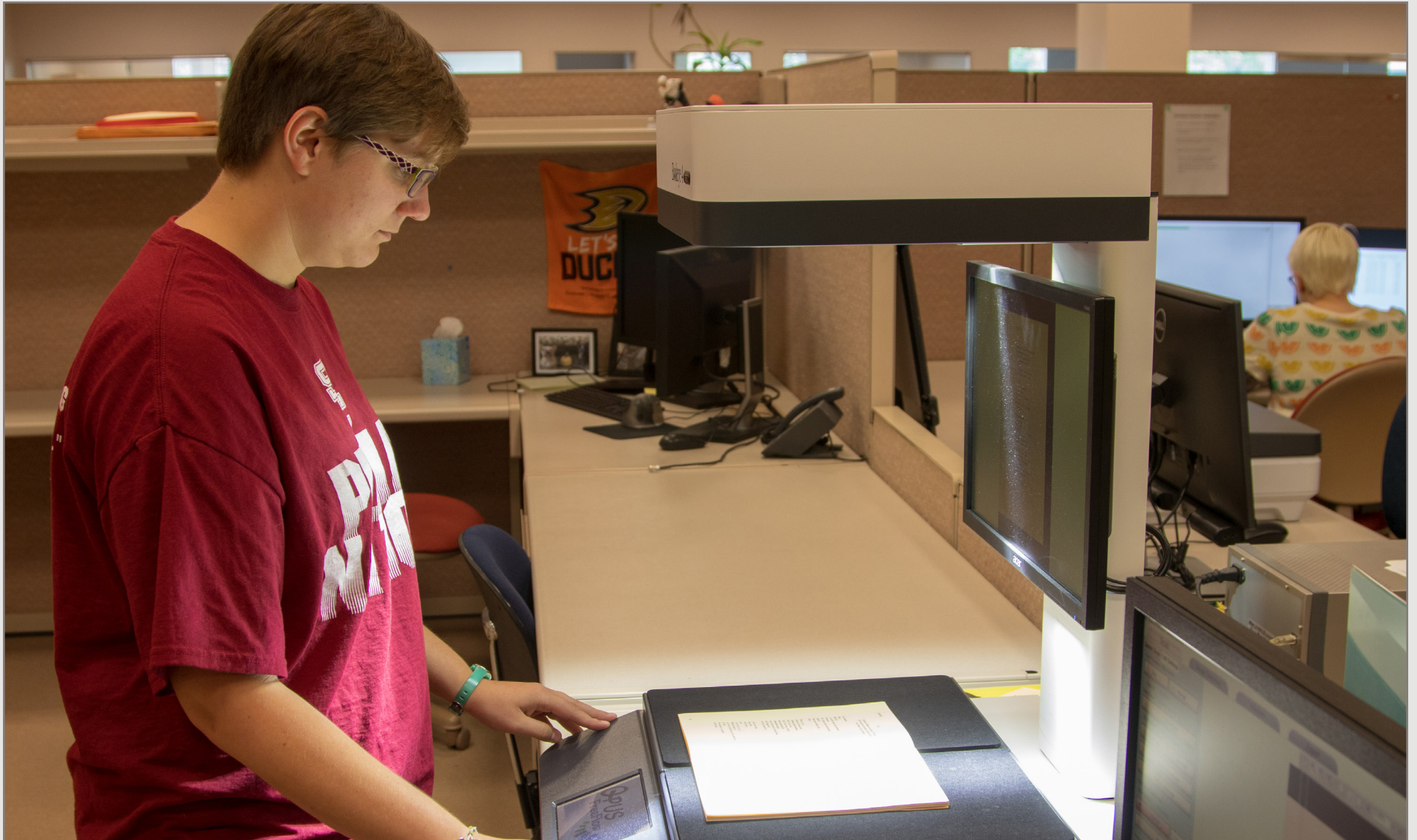
A student-focused program that has grown out of the Diversity Council's efforts is the Library's Diversity Scholars Program. Since 2012, this philanthropically funded program has offered outstanding undergraduates a yearlong, paid internship. Paired with and guided by a librarian or professional staff member, these students work 20 hours per week in the Library, helping to carry out the Library's diversity initiatives and working on special projects, gaining professional experience and valuable research skills as a result.



"Serving as the Diversity Scholar at the IUPUI University Library in the Center for Digital Scholarship I was exposed to working within an academic library to collaboratively engage with community partners, faculty members, and students to digitize scholarly, historical, and cultural content in both 2D and 3D formats. I was met by a supportive team who coached me on how to compose descriptive metadata to digitized files to enhance the search results and usability of data. I was also shown how to use a variety of scanners to digitize materials and artifacts. My experience as a Diversity Scholar introduced me to working within a library and it was from this experience that I decided to think about furthering my education and career in librarianship."

Olivia MacIsaac, Scholarly Communications Associate
Butler University Libraries





STUDENT EMPLOYMENT

Promoting experiential learning and developing transferable skills.

STUDENT EMPLOYMENT: EXPERIENTIAL LEARNING

Students Earn While They Learn

Student employees are important to IUPUI University Library services. Year over year, around 30% of the Library's staff are part-time student employees coming from programs all across campus. In that group, 30% benefit from work-study support, an indicator of significant unmet financial need. Many students select IUPUI because its urban location offers excellent opportunities to work while pursuing a degree.

More than 75% of IUPUI students are employed 20 hours or more while they are in school.

A job in the Library offers valuable experience, as well as addressing the financial challenges that can keep students from completing college. The average pay rate for library employees is \$10.54 per hour. The Library is one of the largest student employers at IUPUI and spends more than \$200,000 annually on student wages.



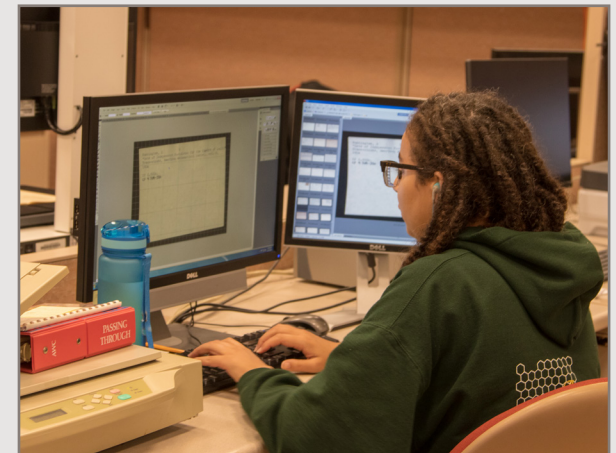
The average amount of unmet financial need among first-year students is \$4,326. The average student's annual income from library employment is \$3,432.

In addition to a wide range of part-time hourly positions that support library operations in very real ways, external support from the community has enabled the Library to develop a number of unique experiential learning opportunities for students.

Mentored opportunities include the chance to work on library outreach and marketing initiatives with the leader of the Library's Campus Outreach Group, coordinating services of the new Virtual and Augmented Reality Lab, and assisting the Director of Information Systems with special projects. Many of the Library's student positions offer the chance to learn valuable skills, such as digitization and metadata creation for students working in the Center for Digital Scholarship, or Dell Tier 1 technology support certifications for students working with the Library's Client Support Team.

Open to all of IUPUI's approximately 30,000 undergraduate and graduate students, library jobs offer students the chance to gain meaningful professional experience in a setting that compliments their academic commitments, rather than competing with them. Through these opportunities, the Library fosters student research and discovery while helping students bridge to the professional world.

The Library's student opportunity initiatives are designed to help students grow and succeed while they are at IUPUI through work that enhances the services and activities of the Library. Developing lifelong learners is central to the mission of IUPUI and the Library. Helping students develop the intellectual abilities of reasoning and critical thinking and a framework for learning how to learn, these programs provide students the foundation for continued growth throughout their careers, as well as in their future roles as informed citizens and members of communities.



STUDENT EMPLOYMENT SPOTLIGHTS

Diann Lindsey

"My interest in being a life-long learner as well as teaching and training new employees has been important in this position. I went from being the new person to someone that my fellow graduate supervisors and full-time staff can rely on for any number of things. I can work every day of the week and learn something new about how and what we do for the patrons of the University Library. I like to think that this position has not only helped me become more knowledgeable but also a better leader."



Luke Brown

"I am an Undergraduate Senior in the Media Arts and Science Program at the School of Informatics and Computing. I've worked here with University Library as a VR/AR Lab Specialist for about a semester and a half. Working for the University Library has been an amazingly valuable experience for me. I've developed career-specific skills for virtual reality, specifically in being able to see how a wide variety of users adapt to the technology. Also, I have had several valuable networking opportunities, that have helped me in developing my professional network for my fields of interest. On top of these opportunities, I have also been able to hone my skills as a VR developer."



Sara Ryan

"Working as a student employee at University Library has afforded me the experience of both academic and professional opportunities. There have been many occasions to learn and improve skills specific to my position, as well as soft skills useful for a career outside of the University. The Library offers an environment of respect and growth that is unique. While it is clear that students have certain needs, which are taken into consideration, the responsibilities associated with the position itself are real and I feel as though I can contribute to the team. Working at University Library has helped me gain confidence in a professional environment."



TRANSFORM: EXPERIENTIAL LEARNING



(Left) 2016 Winner Jesus Nava hanging his installation "The Falling of the Leaves". (Center) The 2018 winning design "Biblio Corvidae" by Joelle Stille being mounted in the University Library Atrium. (Far right) Ally Alsup and Mandi DeVam hanging their 2014 winning design, "Creation of Thought".

"I am very grateful to Barnes & Thornburg, Herron, and the University Library for giving me the chance to install my first public piece and to have the students, who are the audience, be as connected to the piece as I was."

Jesus Nava, 2016 Atrium Sculpture Artist



Annual Atrium Sculpture Competition

Coordinated through the Herron Art Library, a full-service branch of the larger library, the IUPUI University Library sponsors an annual art competition for students from IUPUI's Herron School of Art and Design. The competition provides students with funding to create a large-scale sculpture for the Library's central atrium space. Student artists get the chance to develop a project as they would in a professional commission process, while being guided throughout by Herron School of Art faculty and the Library as their client. The student commission fee for the annual sculpture competition is \$2,500 per academic year. These funds are meant to defray the cost of supplies and provide a stipend for the student.

Since the program was established in 2003, fourteen winning students have created sculptures for the Library's central atrium.



LOOKING FORWARD: MESSAGE FROM THE INTERIM DEAN



This year's Association of College & Research Libraries Librarian of the Year, Dean David Lewis retired from IUPUI University Library leaving a strong, forward-thinking, plan for moving academic libraries generally, but IUPUI University Library specifically forward, supporting the research and learning needs of all our valued constituents. I will spend my time as Interim Dean furthering our mission to Inform, Transform, and Connect, bringing a fresh lens through which to meet this critical mission and building on the Emeritus Dean David Lewis's established keystone of academic libraries leading in open access and change in scholarly communication. Lewis's vision, carried out by driven library employees, propelled IUPUI faculty to the forefront of necessary change in scholarly communication.

One goal for this year is to **highlight our already robust student-facing services and deliberately connect that student focus with digital scholarship and open access.**

We've paved a path with long-established programs such as digitally distributing student theses (over 2,000 now online). With a newly appointed Open Education Resources Librarian leading, we will take a deeper dive into supporting faculty in developing or implanting already developed digital, free/low cost teaching materials, particularly textbooks.

Another student focused goal is **to be more strategic in providing quality, professional level, mentored learning experiences through our student employment opportunities.** We have a long history of students working in a

variety of roles within the Library from shelving and checking out books to digitization, organization of archival collections, and technology support. Our goal is to standardize the high quality of these experiences, ensuring that every student employee gains not just a convenient on-campus job but a professional-level, stand-out experience for her resume.

The University Library will continue to **emphatically embrace IUPUI's community-engaged mission.** We regularly serve community users in a variety of ways, for example: Assisting a fledgling new business owner interested in industry research; Showing a genealogist how to navigate our extensive online history resources, or a high school class on a field trip to dig their toes in college-level research. We take our connection to the community seriously, embracing the call of higher education to support an informed citizenry.

Data-informed decision-making models will be at our core, building on the good work of existing strategies. Our I ♥ UL assessment program informs annual improvements to services and most recently shaped the significant space renovation of the third and fourth floors. The majority of our subject liaison librarians are participating in a mass evaluation of student papers, measuring the impact of librarian-led information literacy instruction on the quality of student research. The outcomes of this work will inform the classroom practice. Data will inform adjustment of our collection purchasing models as we combat the unsustainable rise of for profit publishers while still providing access to the research required by all campus citizens.

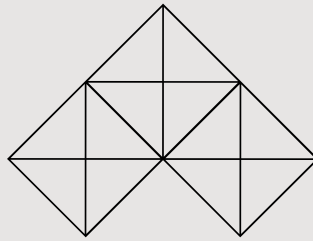
Finally, **I want to focus inwardly, ensure that we retain and attract forward-thinking, diverse employees.** I want our current employees to navigate this interim year with ease and gusto. I've been with University Library for seventeen years and have witnessed the dedication, drive, and ingenuity of so many. As student learning and faculty research methods alter, so too must libraries and library employees shift to continue our highest quality of service. We will identify other skill development areas and support staff in becoming uniquely qualified for new and necessary work.

As is our tradition the University Library will take on this transitional year as yet another opportunity to innovatively lead as a 21st century library.

With excitement about our future,

**Kristi Palmer, Interim Dean
IUPUI University Library**





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